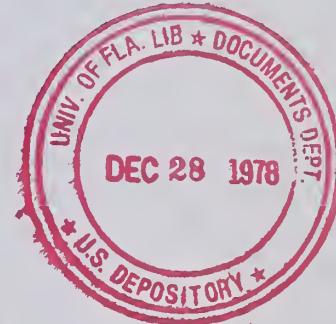


DIR 31/12

U.S. ARMY RECRUITING and REENLISTING
journal
DECEMBER 1978



Seasons Greetings

DISPOSITION FORM

For use of this form, see AR 340-15, the proponent agency is TAGCEN.

REFERENCE OR OFFICE SYMBOL	SUBJECT
USARCCG	Official Visit of Claus, Santa (NMI)

TO All USAREC Personnel FROM CG DATE 15 Dec 78 CMT 1

1. An official visit by subject VIP is expected at USAREC activities on 25 Dec 78. The following directives govern activities of all personnel during subject visit.
2. Not a creature will stir without official permission. This will include indigenous mice. Special stirring permits for necessary action will be obtained through normal command channels. Mice stirring permits will be obtained through DRC admin office.
3. Personnel will settle in for a long winter's nap NLT 2200 hrs 24 Dec 78. Uniform for nap will be: pajamas, cotton, light, drowsing w/kerchief, GP, OD, and/or cap, fatigue w/ear flaps. Equipment will be drawn from DRC Supply Div NLT COB 22 Dec 78.
4. Stockings, wool, OD, cushion sole, will be hung by chimney with care. Necessary safety precautions will be taken to avoid fires caused by carelessly hung stockings. Area commanders and station commanders will submit stocking hanging plans NLT 21 Dec.
5. At first sign of clatter from lawn, all personnel will spring from their bunks to investigate and evaluate cause. Immediate action will be taken to tear open shutters and throw open sashes. DRC plan "Saint Nick" (ref ltr this hq 28 Nov, par 3b(1)(c)) will be in effect to facilitate shutter tearing and sash opening. Station commanders will familiarize all personnel with procedures and are responsible for seeing that no shutters are torn or sashes are thrown premature to official clatter.
6. Prior to 2200 hrs date of visit all personnel will be assigned "Wondering Eye" stations. After shutters are thrown and sashes opened, these stations will be manned. Consult FM 7743-82, par 100(c)(2) for further instructions.
7. Ea DRC will supply one sleigh, miniature, M-62 w/eight deer, tiny, rein, for use by Claus, Santa (NMI). Driver assigned must have current rooftop license and be able to shout clearly "On Dancer, on Prancer, etc." Entire script in FM 7743-82.
8. Claus, Santa (NMI) will enter DRC/station through chimney. Locations without same will be issued Simulator, Chimney, M-6, for use during ceremonies. Simulators will be drawn from RRC Hq Cmdt NLT COB 19 Dec. Submit form in triplicate.
9. Recruiters will be rehearsed in the shouting of "Merry Christmas to all and...." Shout will be given on termination of visit. Uniformity of shouting is the responsibility of area and station commanders.

*Mrs. Munroe and I wish each of you and your family
a holiday season filled with love and happiness and
a new year of good health, successful recruiting
and personal satisfaction.*

Robert F. Munroe

Views and Reviews



Our production statistics thus far for the 1st Quarter, FY 79, indicate a shortfall for the quarter which ends this month. The shortfall is in NPS males, high school grads and non-grads.

This is unacceptable and must be reversed.

It can and must be made up in the remaining quarters, but only if everyone really works together as a team and follows basic recruiting rules.

Everyone in the Command, from me to each recruiter, must concentrate our efforts on production so that this shortfall is erased altogether, and quickly.

Compounding the numbers situation is the recruiting shortfall in certain MOSs. The Army -- and therefore USAREC -- needs more soldiers in MOS 05H, 13F, 96C and 98G, and in CMF 19. This is an area which requires the immediate attention of the guidance counselors.

Concentrate today, this month, this quarter and the rest of FY 79 on meeting mission, focusing on production and following proper procedures.

Good recruiting and happy holidays!

A handwritten signature in black ink, appearing to read "William L. Mundie".

WILLIAM L. MUNDIE
Major General, USA
Commanding

Major General William L. Mundie, USA
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journal

The *Recruiting and Reenlisting Journal*'s front cover (left), was photographed by SFC Stan Cordell of HQ USAREC. The USAREC patch in relief, partially covered with snow, is a pleasant way to wish a Merry Christmas to everyone in the command from the magazine staff. The back cover (right), provided by the Defense Language Institute, depicts graphically where and how language skills can be used by the military services.



Training the Mission Makers

By PEGGY FLANIGAN, *Journal Departments Editor*

Since the establishment of the USAREC Guidance Counselors Course at Fort Benjamin Harrison, guidance counselors have fully stepped out of the shadows of the recruiting process into their rightful place in the spotlight.

The course is the pride of the USAREC Systems/Training and Professional Development Directorate (STP), which was previously the Professional Development Division of Recruiting Management. Even though counselors had a touch of the subject of job assignments while attending the recruiting school, they were at the mercy of on-the-job training before the course was offered. Some were trained well. Some were not. Procedures varied from office to office. The course is designed to eliminate procedure inconsistencies and to build competence in all guidance counselor offices.

Self-paced Deterline lessons kick off the course. The STP people now recommend the lessons for a more thorough understanding of the guidance counselor's job require-

ments, however the lessons will later become a prerequisite to the course.

Completion of the Deterline lessons phase is followed by three weeks of formal classroom training at Fort Benjamin Harrison. There students are provided "hands on" practical experience, which includes qualifying six simulated "applicants." Training also includes taking an applicant through all the enlistment steps, straight to signing on the dotted line.

The course is offered on a second priority basis for senior guidance counselors, but its primary concern is for the person new to guidance counseling. Third priority is placed on refresher training for incumbent counselors. Remaining seats in the course are offered on a fourth priority basis to operations and professional development people.

Although the first seats were filled in June of this year, the course is proving its value after the gradu-

ation of the third class. Students who have finished the course speak well of it.

"This is the most professional course I've ever attended," said Staff Sergeant Bill Ramonas, Portland DRC. "I've been a guidance counselor for a long time, but I am still taking a lot of new knowledge back to my shop."

"The instructors have the most expertise of any I have encountered," Staff Sergeant Ramonas continued. "They are extremely knowledgeable and professional."

These commendable instructors are Sergeants First Class Bill King (USAR), Bill Schuessler, and Gary Mourey, headed by Sergeant First Class Tom Tucker, all assigned to STP at Fort Sheridan. They provide the classroom instruction in addition to their duties in the directorate.

"The course improves with each class," SFC Tucker said. "We are operating on a predetermined situation type mode now, but hopefully by the first of the year we'll

Instructors SFC Bill King (USAR), SFC Bill Schuessler, and SFC Tom Tucker review the lesson plans for the next guidance counselor class. Started last June, the course has proven to be excellent training for guidance counselors on all levels.



Training the Mission Makers

have the REQUEST terminals in use and will be operating on a real time mode."

Master Sergeant Larry N. Flowers, Sr., senior guidance counselor from Nashville, feels the course is "fantastic for the new guidance counselor." His enthusiasm was also high for attending the class on a refresher basis. "It's a good kickoff with the Reserve Components coming on board. Few of us were prepared for the differences between enlisting Reserve applicants and those enlisting for active duty. Now that we're involved we need guidance in that area."

Sergeant First Class Leroy Young, Jr., Ft. Monmouth DRC, is new to guidance counseling. "Being a station commander," he said, "I

had little feel for the guidance counselor's job. A recruiter seldom realizes the complications of the guidance counselor. The driving force that got me into the guidance counselor class was the fact that so many people were returned from the AFEES, and I wanted to see what was causing the problem. I am convinced most of those problems were created in the field before the applicant reached the guidance counselor.

"The counselor can make or break a DRC. I'm glad I was not sent to the guidance counselor office before I came here. Now I can return with an awareness of what guidance counseling is all about."

"It's very enlightening," Sergeant First Class Jerry May, Albu-

querque DRC, added. "I recommend the course to anyone who comes in contact with paperwork in a guidance counselor office. USAREC is being very supportive of counseling by offering this course."

Headquarters' support of the course is obvious. When General Adams arrived for graduation ceremonies, little time was spent on flowery speeches. He wanted to know what improvements could be made to improve the course and how to aid the counselor on the job. The students enthusiastically joined into the discussion and it was plain that they had found what they needed in the training.

They all agreed that, unknowingly, they could have used the course a long time ago.

Headache #123

Selling the Hard-to-Sells

By PEGGY FLANIGAN *Journal Departments Editor*

If anyone ever finds a sure solution to finding people for Army career management fields that always turn up in the shortage column, a major recruiting head-

ache will be cured. Combat arms, the intelligence/security skills, and the non-traditional fields, because of their nature, are inclined to be undersold.

Yet, optimistically, most guidance counselors insist that these areas are where the action is, that there are ways to encourage applicants into these fields if they are well-qualified and suitable for the skills.

An award winner for enlisting applicants into the combat arms series, Staff Sergeant Richard Fales, previously with Chicago DRC, now in Peoria, thinks an interest in the unusual sells these jobs. "Many applicants come in with an idea of what they want, but it's just an idea. If they learn they are well-qualified for other jobs, they'll listen and sometimes change their minds. Quite often their friends have influenced them . . . and their friends are not aware of all available opportunities."

Although most guidance counselors do watch for indecision on the part of an applicant, they still believe that their first obligation is to see that the applicant is happy with the job assignment.

"The counselor is the first



SSG William M. Bryan, Indianapolis guidance counselor, explains the REQUEST printout to applicant Jeff Galvin, a senior from Frankfort, Indiana.

Army authority the applicants meet," explained Master Sergeant Barbara Woodard, senior guidance counselor at Dallas. "We must make sure the applicant is qualified, that he or she reads and understands the job description . . . that the applicant is sure in every way that the contract is being fulfilled. If the ap-

for this purpose.

To some, the answer lies in patriotism. "It's true," said Master Sergeant Robert March, senior guidance counselor in Pittsburgh. "Slowly we are moving back to patriotism. You can see trends changing and with the change you can see applicants interested in

Also, some of the skills such as Electronic Warfare Signal Intelligence Voice Interceptor require a language aptitude test and a security background investigation. Some of these skills carry a typing requirement.

"Once I have shown an applicant the excitement that can be

SGT Darlene Gray, instructor of the Lineman, 36C course at Fort Gordon explains the techniques of pole climbing to a trainee.



plicant decides to go into one of the priority fields, we are all happy.

"I know it sounds trite," she went on, "but a picture is worth a thousand words. No person can effectively describe these skills as well as a picture can. In our offices, we have several color framed pictures showing what being assigned in these skills is like. If you use these pictures of tanks, howitzers and missiles to describe an MOS, the applicant can mentally see himself in that job."

"This way, you're using something very tangible to reinforce what you're saying. When you get someone or something to back up what you're saying, the applicant is more likely to agree that 11B or CMF 19, or whatever, is what he wants to be in," Woodard said. She added that she and the people in the counselor shop are always on the lookout for more and better photos

moving back to the fields which are traditionally Army, even though they've become known as 'non-traditional' with men and women exchanging roles in fields once closed to them."

San Antonio guidance counselor Sergeant First Class Thomas Pofahl agreed. "I have many applicants who appear to be interested in doing something their friends cannot do. As children they found adventure in toy Army equipment . . . I think that adventurous spirit is still there but needs stimulation. And there definitely is a place in the peacetime Army for patriotism."

Staff Sergeant Glenn Missildine, INSCOM Field Security Interviewer, Indianapolis AFEES, laughed as he said his skills would smell sweeter by other names. The intelligence/security skills do have long, non-descriptive names and they tend to scare away applicants.

found in these fields or the interesting places of duty, he or she begins to understand the meaning of the skills," SSG Missildine said.

Exerting more self-reliance, today's women are breaking out of the mold and trading pencil-pushing for pole-climbing, typewriters for diesel engines.

Staff Sergeant Dennis Nemec, Chicago DRC, feels that a lot of women entering the Army are athletic and appreciate working outside. "These women are naturals for the missile fields or as heavy equipment operators. Too, most women make outstanding carpenters because of their attention to detail."

At Fort McClellan, Major General Mary E. Clarke, the commanding general, said, "The Army puts the person best qualified in the job. I would encourage women to start thinking more about themselves, to start planning their futures as

... Headache

males do. As for my going on a campaign for women, I don't think it's necessary anymore. I think it's happened now."

Since the Nike-Hercules missile crewmember MOS was opened to women, a number have responded to the challenge and found that the specialty instills confidence and produces an awareness

not available in our recruiting areas. But," she smiled, "we can always use a good cook."

To see the whole picture of hard-to-fill jobs, who could give a better testimony than the people working in them? At Fort Gordon Sergeant Darlene Gray of Company A, 4th Battalion (OSUT) 1st Signal Training Brigade, talked about her

Army in March 1977. All of my experience has helped. I never had an outside job . . . always inside. I became bored with inside jobs that led nowhere."

Recently Sergeant Gray took a top graduation award from the NCO School of Infantry, a primary leadership course at Fort Benning.

Where does she go from there? A while back she applied for Drill Sergeant School. "I will probably go to school shortly and I hope to be stationed at Fort Gordon when I am finished. I think it will be a very satisfying job."

Sharing this enthusiasm for a different kind of job is a young couple, Specialists Gayla and Richard Lynes. After having finished their AIT course, the 36H, dial Central Office Repair Course in 1975, the couple was transferred to Taiwan. Now they are back at Fort Gordon to attend another course in their MOS, the 36L or Automatic Switching Systems Repair Course.

"We enlisted because we wanted to travel and also because we thought we wanted to work in the medical field," said Richard. "But they had a freeze on a lot of medical jobs back then, so we chose to enter the communications field. We don't regret it at all."

Our accession system assures a demand for these skills for a long time to come. The relief from this recruiting headache seems to be in educating society in the opportunities to be found in the Army. These skills do carry exceptional technical training, duty in some of the world's most interesting areas, and some carry a substantial bonus.

Master Sergeant Melvin Miller, Raleigh DRC, said it best. "We have to show the possibilities. No one buys a pig in a poke."

By placing emphasis on these opportunities and supporting guidance people, hopefully, one day most applicants will make these priority fields their first choice. 



Jim Reese

Specialists Four Gayla and Richard Lynes of Company D, 5th Student Battalion, School Brigade, Fort Gordon, are very enthusiastic about being members of drill teams. Both have MOS 36L.

of skills they had never believed they possessed. Even so, the guidance counselor has to recognize these qualities in an applicant and show the opportunities available.

Although the National Guard and the Reserve Components are not immune to occupational shortages, they are not as prominent because of the structuring of units. Staff Sergeant Sandra Ball, National Guard counselor at Indianapolis, explained, "We are very specialized by recruiting area, so some of the problems areas for active guidance counselors concern skills that are

job. As an instructor with the 36C, Wire Systems Installer/Operator, or lineman course, Sergeant Gray works out on the range instructing students on climbing poles as well as how to put up cables. She has a good relationship with her fellow workers and instructors on the famed "Ponderosa Range," where all the linemen are trained on what seems like acre after acre of tall poles on which the students learn to climb.

"It's different," she said, "although I've been in some type of leadership job since I came into the

Keeping You Informed: *On the Sergeants Major Conference*



By CSM HARRIS L. PARKER
HQ USAREC

I recently attended the Sergeants Major conference in Washington. While there I took notes on things I thought would be of interest to you, the members of the Recruiting Command.

Speakers for the conference included: the Army Chief of Staff, the Secretary of the Army, the MILPERCEN commander, and a DCSPER panel of officials. A discussion was also held for the major commanders' sergeants major on several position papers.

Here in a nutshell are the points that were discussed.

The conference was opened by the Sergeant Major of the Army William Bainbridge. He stated there would soon be a message the fields explaining the criteria for the selection of his replacement. He also mentioned that we as NCOs, are not as effective at getting the message out to the people that need to know as we should be.

Of particular note to the members of the Recruiting Command was the importance SMA Bainbridge placed upon the support that has to be given to the recruiter selection teams. He said, "We must have good NCOs as recruiters before we can have good recruits."

I think the final point made by SMA Bainbridge is an important one and one I will try to get across to everyone I see in the upcoming

months. Without good NCOs as recruiters the Army cannot succeed. There is no doubt that at the present time we have the best NCOs in the Army in the Recruiting Command. It reflects in this year's record — high of 70 percent high school diploma grads. To let down now, however, would be disastrous. We must push for more of the high caliber recruiters and recruits.

The Chief of Staff of the Army, General Bernard Rogers, was the next speaker. He talked of the need to train soldiers, stressing the importance of knowing the Army exists for the purpose of fighting a war. He went on to say NCOs need to do more in the way of training.

He then addressed the topic of treatment of soldiers, emphasizing the point of treating everyone equally.

The final two things he addressed were uniform policy and weight standards.

He said there would soon be a new regulation out with specific hair regulations for men and women. He also stated that an effort should be made to enforce the weight control program as it is here to stay.

The weight and hair standard are something that can be directly related to the Recruiting Command. I know that sometimes, because of the nature of the recruiting business, a recruiter may not take the time to get his or her hair cut as

often as is needed. I also know that being a recruiter can cause you to develop some strange eating habits, but soldierly appearance is an important point and one that I think needs stressing. Often the only experience a young person may have with the service could very likely be you and if you don't have the proper appearance he may get some misconceptions about what the Army is really like. Soldierly appearance is something I think needs stressing and is one of the things I check on my visits to the field.

The Secretary of the Army followed General Rogers. Mr. Alexander talked about some things that need to be better taken care of in the Army and that is its people. He also talked about ways to end trainee abuse and ways to help solve the Army's drug problem.

MILPERCEN's commander, Major General Charles Heiden, explained SQT is the Army standard by which we measure a soldier's performance. The result will be used to better manage our soldiers. The field has continued to recommend change to the promotion worksheet. A new one is being staffed.

Some DCSPER officials then discussed various topics at length, too much to cover in this article.

The conference was enlightening to me and I thought these were some things you would enjoy knowing about.

In rural South Dakota:

'I'll take all the aides I can get'

Stories and Photos by
TOM WALTON
Sioux Falls, S.D.

Covering a six county area from a one man station is not the easiest task, but when those counties are large—and largely rural—the task is even more difficult.

"But with the help of recruiter aides," says Staff Sergeant Billy Betts, "I can get the job done a lot easier."

Working out of his station in Watertown, S.D., Betts is responsible for five counties in northeast South Dakota and one, Lac Qui Parle County, across the line in Minnesota. It was in this county that PVT Charles L. "Stoggy" Steuckrath spent his time as a recruiter aide.

There are no large towns in Lac Qui Parle County and there are only two high schools to serve the small farming communities that dot the almost 800 square miles of rolling farmland.

"I lived in Odessa," Steuckrath said, "but went to high school over in Bellingham."

This provided him with a good background for his recruiter aide duties. He knows a good many people from a large section of the county.

Private Steuckrath enlisted in the DEP in December 1976, went active in June 1977, completed basic training at Ft. Dix, N.J. and multi-purpose power generator operator and me-



chanic training at Ft. Belvoir, Va. Since graduating from his AIT as an honor man in November 1977, he has been working in his chosen field at Ft. Carson, Colo.

While on his aide duty, PVT Steuckrath did spend some time working in the Watertown station, making phone calls to set up appointments and discussing his experiences with applicants, most of his time was spent actually working in the field.

"I made regular visits to the two high schools in the county, went to ball games, hit the hangouts, . . . any place I could where I would run into the people I went to school with or those kids still in school," he said. "Mostly I talked with his past year's graduates, though."

Steuckrath said he joined primarily for the training and the benefits offered by the Army. It only followed that in his talks with prospects, these were the things he pointed out.

"It's kind of fun talking about the

benefits, the schooling, educational benefits, and even the pay," he said, "because its more than a lot of places pay when you first start out."

Being a recruiter aide, however, wasn't Steuckrath's idea. His unit told him he had been selected for it, unless he really didn't want to do it. He said he enjoyed the time spent back home, but he still wouldn't have asked for it.

"Being a recruiter aide is OK," he said, "but I enjoy working on my generator engines and would rather be back at Ft. Carson doing that."

SSG Betts says he appreciates the fact PVT Steuckrath would have preferred staying on the job in Colorado, but he appreciates even more the help the recruiter aide provided in Lac Qui Parle County.

"Watertown is the only recruiting station I've worked out of," Betts says, "so I don't know how much help a recruiter aide is in other areas. But I do know that in a rural area like mine, with nearly 4,500 square miles to cover, I'll take all the aides I can get."

ARMY



Private Schreurs discovered that prospects reacted favorably to her open discussions about her experiences in the Army (left). She found that 50 percent of her time was spent out of the station, keeping appointments she had made for the recruiter and herself (above). Like Schreurs, Private "Stoggy" Steuckrath (right) set up many appointments on the telephone.



Roll all the attributes a recruiter aide should possess into a single adjective and chances are "SHARPNESS" will head the list... mental sharpness, physical sharpness and personal sharpness.

One 18-year-old recruiter aide, working out of the Sioux Falls, S.D., recruiting station proved her worth on all counts.

Private Lori Ann Schreurs, a 1978 midterm high school graduate, reported to the multi-man station ready to work, and work she did.

With a short briefing on what her tasks would be, and with a minimum of supervision, she sat down to the phone and began setting up appointments.

"My hometown is Baltic, 13 miles north of Sioux Falls, and I graduated from Dell Rapids High School, a little further north," she says, "so I know a lot of people in the upper part of the county."

Working primarily from 1978 and 1979 high school lists, PVT

Schreurs began setting up appointments with some of her old classmates as well as the new crop of seniors. During her 30-day stint, she made more than 25 appointments for the recruiter responsible for the county area north of Sioux Falls.

"In addition to making the appointments, I always go out with the recruiter to interview the prospects," she says. "So most of my time here has been either on the phone or on the road."

While she admits her first thoughts about recruiter aide duty were centered on the additional time to visit family and friends, PVT Schreurs says she enjoyed the work and really liked talking with prospects. One thing she always talked about was her reasons for joining the Army.

"For a person coming out of high school and not going on to college, the Army is ideal," she says. "I tried to explain to each person we

talked with that the Army gives you training, room and board, medical and dental care, and still gives you a decent paycheck too."

Her enthusiasm didn't end with the obvious benefits either. She eagerly talked about the people she had met, her instructors during legal clerk AIT, and even the period after training when she worked in the school office while awaiting the recruiter aide assignment.

"Everybody has to get out on one's own sometime," she says, "and where else could I have gotten so much training and travel in only six months, and be paid for it too!"

As recruiter aides go, none could have worked harder or been more enthusiastic about the Army and about the "aide" program than PVT Lori Ann Schreurs. And if attitudes are indicators, she is doing a splendid job at her first permanent duty station at Ft. Leavenworth, Kan.

PVT Schreurs is sharp!

First Army studying IRR transfers

By CAL KELLY
HQ First Army

Marcos Asanza was bored with the bills he found in his mailbox every day. He was ready for something new. That's why he took notice when he saw the U.S. Government envelope. What could it be? A check perhaps? No, not a check, he discovered upon opening the envelope. A questionnaire. "In your own words, why did you transfer to the Control Group?"

Marcos leafed quickly through the questionnaire. There were 48 questions, all asking him how he had felt during his short membership in a local unit. Normally, he wouldn't bother filling out such a thing. But this was the first time anyone had asked his opinions on these matters. There were a million ways they could improve the Reserve program, he thought. He longed to tell someone how empty he had felt every time he walked into the center those three weekends before he gave it all up. He went into the living room to try to find a pen.

According to Lieutenant Colonel Don. W. Shaffer, chief of 1st Army's Retention Branch, there are myriad reasons for people leaving the active Reserve program. Many of these reasons are legitimate, for instance during the month of April, 1978, when 1st Army lost 2,471 enlisted personnel: 246 were discharged, 758 completed their enlistments, 129 transferred outside the command and 13 died; however, 1,058 transferred to the Control Group, which accounted for 43 percent of the total enlisted losses.

It has become obvious, said Shaffer, that the biggest area of challenge is reducing the number of Reservists quitting involvement in a unit and transferring to the Control Group. Certainly this was the

opinion reached by Lieutenant General Jeffrey G. Smith, commanding general of 1st Army, in March, 1977. After seeing consistent minus figures at the end of each month in spite of higher accessions and reenlistments, General Smith directed that a closer look be taken at voluntary transfers to the Control Group.

Colonel Shaffer agrees that transfer to the Control Group is the logical area to attack. The maladies affecting retention, he indicates, are still at large. "We established some special processing in May 1977," he says, "and saw some improvement, but recently the trend has not been favorable.

The colonel indicated that some of the increase in IRR transfers can be traced to unit commanders transferring personnel to the IRR who were not interested in reenlisting, thus making their reenlistment rates look great but decreasing their retention rates.

Hoping to find other reasons for the increase in transfers to the Control Group, Shaffer devised a questionnaire to be mailed to each Reservist leaving a unit "to solicit their comments and to determine why they transferred to the Control Group."

It was not long after the questionnaire began to be mailed out (June 77) that responses began to come in. "It was getting kind of heavy," Shaffer recalls. "By December, there were boxes of them here and boxes of them there. So we got permission to bring Captain Brian Buckoski on board to put the responses on a computer program."

Presently, about 21 percent of those who get the questionnaire are filling it out and returning it. The total number of responses as of the end of May is 1,773, enough to bring out some interesting trends.

- The study portrays the average respondent as being 25-29 years old, E4, married, with dependents, a

high school graduate or higher, four to six years total military service, one to two years USAR service, and less than one year in their former unit.

- The primary reasons for enlisting in the USAR are given as extra income, retirement benefits, location of unit, and patriotism.
- Expectations which did not materialize are given as promotion opportunities, military discipline, educational opportunities, and obtaining technical schooling.
- 80 percent of those who responded to the survey said their employer supported the USAR, 13 percent said their employer did not, and 7 percent were uncertain.
- Though processing procedures call for an interview by the unit retention manager and the unit commander prior to transfer to the Control Group, 47 percent of the respondents say they were not interviewed by anyone.
- Asked what they missed most about the Reserve, 25 percent of the respondents said extra income, 19 percent said they missed their friends they had made, and 14 percent missed being involved in the USAR Program. 21 percent said they missed nothing.

• A ray of hope is provided in one figure at least. 69 percent of the respondents indicated that they would transfer back into a unit if the reasons for their dissatisfaction were corrected. 27 percent said they would not transfer back and 4 percent said "not at this time." Interestingly, 3 percent of all respondents thus far have come back into the active Reserve since returning the questionnaire. 1 percent went to the ARNG.

Colonel Shaffer, in the course of describing the retention survey project, talked about the role of the recruiter in the retention process. 1st Army Form 831 is to be annotated with dates of the interviews

that are conducted with each Reservist, as well as the name of the supporting recruiter. "Units don't seem to have any sense of helping a member find another job," Shaffer said. "They seem to feel 'If you can't meet with my unit, then the heck with you.' This is why the supporting recruiter gets involved. It would properly be the role of the reenlistment NCO to 'save' these people, but there aren't enough of them now to effectively support the USAR retention program."

The chief believes that some retention problems begin early when recruiters entice prior service personnel with such lines as, "If you

don't like it, you can always transfer to the Control Group." Thus the person enters a unit with a minimal sense of commitment...an easy accession but a poor long-term investment.

An inherent problem in using recruiters in a retention role is that they get no credit for an accession if they "save" the individual. The recruiter, who is working on a tight schedule to keep up production and make mission, has little time to spare for other pursuits. Since he gets no credit for keeping a person in the USAR program, he assigns a low priority to saving members who wish to transfer to the Control

Group. Colonel Shaffer believes that MUSARC's should, within their awards program, provide credit to the recruiter who saves a potential loss much like a pitcher gets credit for saving a ball game.

The chief concluded that the survey will be an ongoing effort. "We have the capability of dropping the older responses as we go along. It is possible that some problems will be cleared up in a period of months or in a year. It would no longer be accurate to include these responses. And it wouldn't be fair to keep telling MUSARC's about something they've already corrected."



Test your reenlistment expertise

SITUATION: SP4 Batey was assigned to your unit recently. During improcessing, you determine that he has a nonwaivable moral disqualification for reenlistment.

1. Who must interview SP4 Batey and inform him he is not eligible for reenlistment?
 - a. You, the brigade reenlistment NCO.
 - b. The company reenlistment NCO.
 - c. The battalion adjutant.
 - d. The company commander.

SITUATION: SP5 Pruitt extended his enlistment for six months to fulfill a service remaining requirement. He will have six years, five months of active service upon completion of the extension. Eight months before ETS, he comes to you and asks if he could reenlist and receive his Zone "A" SRB.

2. What should you tell him?
 - a. Since he extended for a service remaining requirement, he may not reenlist and receive his SRB until he has completed the extension.
 - b. He can receive the SRB but he will have to wait until he is within three months of ETS.
 - c. That he may not reenlist and receive his SRB because he extended beyond six years active service.
 - d. That he may receive his SRB provided he cancels his extension prior to the beginning of the extension.

SITUATION: SSG Stiles, a career soldier with 12 years of active service, is completing an extension of service for which a waiver of eight days lost time was granted. SSG Stiles is otherwise qualified for reenlistment, and he has requested your help in processing his request.

3. What should you advise him of?

- a. He is ineligible for reenlistment.
- b. That he will need another waiver for the lost time.
- c. Since his lost time has already been waived, he is eligible for reenlistment.
- d. He is eligible for reenlistment but will need major command approval.

SITUATION: SP4 Phread is considering reenlisting for Korea under Table 4-4 (Oversea Area Reenlistment Option). He asks you how many months is he guaranteed to stay in Korea.

4. What should you tell him?
 - a. No guarantee is given when reenlisting for Korea.
 - b. 12 months.
 - c. 18 months.
 - d. 24 months.

SITUATION: SP4 Phread also wants to know what will happen if he is promoted before leaving for Korea, once reenlisted. What should you tell him?

- a. Promotion has no effect on the reenlistment option.
- b. He may be ineligible for the assignment.
- c. He may revoke his reenlistment and select another option.
- d. He must decline the promotion until he arrives in Korea.

ANSWERS:

1. d. Ref Para 1-29b(1), AR 601-280
2. d. Ref Para 3-2b, AR 601-280
3. b. Ref Para 2-5b, AR 601-280
4. a. Ref Table 4-4, line 2b, AR 601-280
5. b. Ref Table 4-4, line 5c, AR 601-280

The Recruiting Journal Road Tests



The New 1979

MANDEX

When the new cars are released it is always with a flurry of activity. All the car magazines rush to see who'll be the first to road test the new model. Well with that thought in mind here is the Recruiting Journal's answer to the road test.

The key ingredient for time management, commonly known as the Mandex, will be changed for 1979.

The changes between the old Mandex and this year's Mandex are many. We'll list a few in this article and try to give you, the recruiter, an idea of exactly what they are and how it will affect your life.

First, as many of you already know, the old Mandex had no quick way to locate a specific month. If you were to DEP a guy six months from today the quickest way to find the exact day you were to take him to the AFEES was to leaf through the book. Often, by the time you finally found out what day you were taking him he was already two days late.

Another very important point was the fact that you could only see two days at a time. There was absolutely no way to see your overall weekly plan at a glance.

Holidays were another point of concern. The old Mandex didn't discriminate against any holidays. It just didn't let you know when they were, an important thing as far as recruiting goes. When the kids are out of school it is time for a recruiter to be working.

The new Mandex takes care of a lot of the problems recruiters encountered with the old Mandex and offers the following list of features:

- Telephone area codes for quick and easy reference.
- Monthly, weekly, and daily appointments are available at a glance.
- It has a split-page feature so you can schedule your appointments for the entire week without turning the page.
- Past, current, and month-to

come calendar for reference each day.

- Reference to federal, Christian, and Jewish holidays on monthly, weekly and daily bases.
- Julian calendar date block for daily reference of current day, days to come, working days to come and working days left in the quarter.
- Perpetual and leap year Julian calendar.

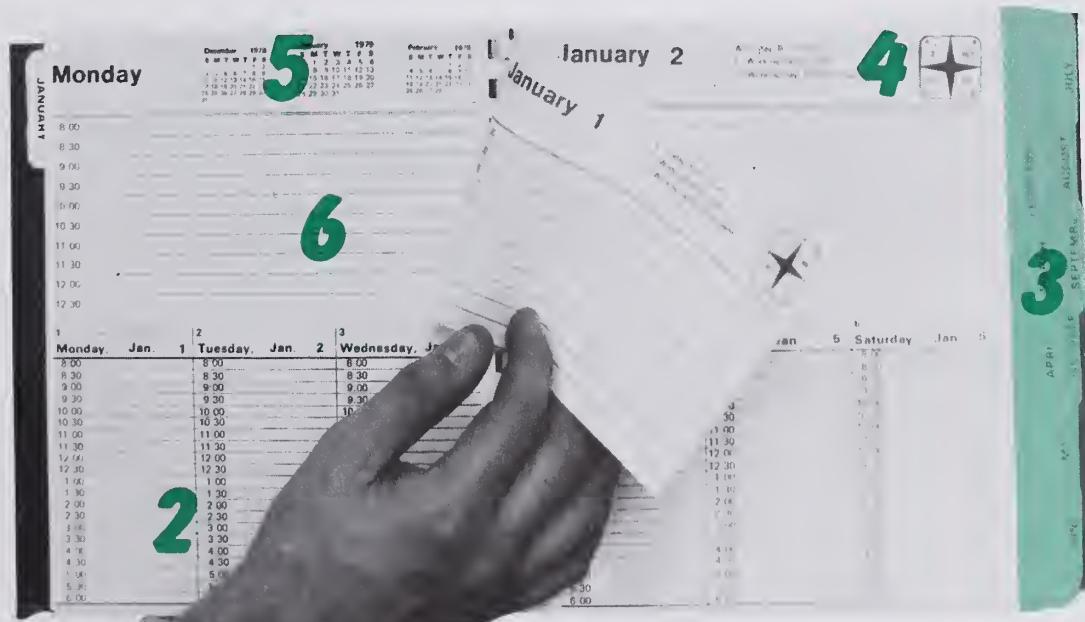
Another feature that makes the new Mandex more attractive is that the months are indexed. This allows you to be able to go from January to September in one turn instead of spending all sorts of time just looking for the proper month.

On the first page of every month is the monthly calendar.

A rewrite of the current regulation which governs the planning guide (Mandex) is in the mill at this time and should be out soon. The new USAREC Reg 1-9 will explain in greater depth how to use the Mandex better.



1) Figure one in the upper photo shows the old Mandex. As you can see you could only view two days at one time. 2) As Figure two shows below you can see the entire week on the new Mandex. 3) Figure three shows that the months are indexed. With the turn of one page you can locate the month you're looking for. The old Mandex didn't have this capability and was very time consuming. 4) Although last year's Mandex had a similar calendar, the new mandex is much more complete. A gives you the date, B tells you how many days to come yet in the year, C gives you the number of working days to come, and a new feature of this Mandex, the number of working days left in the quarter. 5) Figure five shows you the past month and a month-to-come calendar. 6) Our final illustration shows the day you're in with a half hour appointment guide. These are not true-to-scale photos.





A RECORD OF SORTS was set by the San Francisco DRC, with the construction of a parade float that appeared in parades on two successive days, 15 miles apart, and won awards in both parades!

The float, built on a lowboy transporter furnished by the Army Reserve, depicted the history of the Army. Approximately 15 recruiters, DRC and Western Region personnel rode on the float wearing historic and modern Army uniforms. Both Active and Reserve personnel participated.



Posed in historical uniform on the tractor of the Army Recruiting float from left are SSG Robert Rodrigue (colonial rifleman), Gil Hogue (cavalry trooper) and SSG Robert Byrd (continental soldier).

Built in Benicia, Calif., the float appeared in that community's parade winning first prize. That night the float was driven via back roads to the larger community of Vallejo, and the next day appeared in that community's Independence Day parade, taking a second award. The float was very well received by the

public at both parades, drawing cheers and applause all along the routes. (Gil Hogue, SF DRC)

STRONG AS AN OX. You've probably heard that remark made about someone before — well, that remark holds true about **Staff Sergeant Randall Eslick**, who works out of the Mesa, Ariz., recruiting station. His unusual hobby is power lifting.

Although he's been at the sport for less than five years, he's very good at it. While stationed at Fort Carson, Colo., the sport caught his attention and his off-time was spent at the post gym going through the different routines that are necessary to condition a body for weightlifting events.

Since arriving on recruiting duty, SSG Eslick has managed to continue with his hobby. He normally begins his day at 5:30 in the morning by running five miles on a course through the streets of downtown Mesa. He says it's very important to keep in good shape and running is the best conditioner.

On many occasions Eslick has gone out to the local high schools in his area and during the Physical Education classes has given instructions and answered the many questions from the students on power lifting.

Since Sergeant Eslick is medium-sized, and stands five-feet-seven-inches tall, the students seem to relate to him and realize that you don't have to stand seven feet tall to compete in power lifting.

After duty hours Eslick finds time for a good workout and can usually be found at a nearby health spa, where he works out during the week. He says his Friday workout sessions have become quite an affair with handclapping and shouts of encouragement that can be heard echoing throughout the gym, as the power lifters go through their routines. (Max Casares, Phoenix DRC)

IT PAYS TO GET TO THE CORE of the problem **Staff Sergeant Jimmy Bailey**, recruiter at the Carbondale, Ill., station, attributes his success in part from the active community involvement he maintains in his recruiting area.

Last fall when his community of Murphysboro, Ill., held its annual apple festival, SSG Bailey entered the Military Apple Peeling Contest — and won by peeling a 197-inch strip in less than three minutes. His accomplishment earned him valuable exposure in the form of a write-up in the community newspaper. (Chris Phillips, St. Louis DRC)

HE PEDALS THE ARMY ALL OVER TOWN.

SSG William F. Watchman, from Salem, Oregon Recruiting Station, (otherwise known as "Dusty") is a dynamic sort who hates to sit around the recruiting station. He feels the need to be out in his territory and he finds a military sedan confining and being on foot too slow. So the happy compromise is the bicycle.



SSG William F. Watchman "Dusty" pedals around the local bike paths to help him in his recruiting. Dusty has found that biking not only helps him with enlistments but also helps him stay in shape.

Dusty can be found touring the territory talking to one and all of the fellow bikers and pedestrians he finds along the way. Has this method of recruiting helped? Well, let the record speak for itself.

Since coming to the Portland District Recruiting Command, being assigned in the Salem station, and to active recruiting in February of this year, Watchman has managed to: make 157 percent of objective for 3rd Quarter FY 78; make 200 percent for June '78, be named Top New Recruiter for 3rd Quarter FY 78. In addition, he is the second recruiter in the Portland DRC to ink enough contracts to fulfill the Western Region Contract Incentive Program.

Fellow recruiters kid him a bit. They say that with a bell, Watchman could become the "Good Humor Man" of recruiting. Undeterred by this banter, Dusty merely shifts gears and moves out in search of yet another prospect along the byways and bike paths of Marion County. (Portland DRC)

HONORARY GUESTS OF RIVER DOWNS RACE TRACK on Army Day were Major Daniel J.



Cerone (second from right), acting commander, Cincinnati DRC and Sergeant Major Alfred Grounds, Jr., Doctor T. F. Glasson, owner of "Geauga Bonsi," the winner in the Army Recruiting Handicap race and jockey Gary Cooper look on. Like "Geauga Bonsi," the Cincinnati DRC is also a winner, currently holding first place in the Midwest Regional Recruiting Command with 148 successive weeks of making mission. (Cincinnati DRC)

AFTER A LONG WAIT for repairs on his telephone answering device, **Sergeant First Class John Strickland**, recruiter at the Palestine, Tex, Recruiting Station finally received it. But — it still didn't work — so he returned it and a new one was sent to him. On the day it came in, he hooked it up and anxiously awaited for a chance to use it. At closing time, he would turn it on and the following morning he would check it for messages. There were none. After a week of no messages, he lost faith in his new machine. Then the cleaning man happened to be passing by and decided to stop in and remind him that he had been leaving his new radio on every night and he thought he ought to know! (Mary McBeth, Dallas DRC)

MANY TOP sergeants in the Army are going to have their eyes checked when the McClanahans report in. Identical twins, Virgil and Charles, will be responsible for several reports of "seeing double" at various Army posts. "Virgil and Charles McClanahan are now DEPers," says Charleston W. Va., recruiter, Sergeant William Eddy.



AS AN ENERGETIC JOGGER, Staff Sergeant **Teddy Petts** of the Portsmouth, N.H., Recruiting Station covers a lot of ground in his area while attracting young people to the Army. But, he uses a different mode of transportation and a more moderate pace, especially during his weekend travels. SSG Petts is a dedicated jogger who has channeled this interest into a means of keeping in top shape and portraying the Army as a physical training-oriented organization. Jogging is also a way for SSG Petts to stay in close touch with his DEPs, as several of them run with him in local marathons.



SSG Petts (in striped shorts) listens to guidelines for a 10-mile road race held recently in Hampton, N.H. To his left is DEP Steve Bedsole of Portsmouth who also ran.

Undaunted by his standing in the field of runners, SSG Petts' only goal is to finish each race he enters. And, that he did in the Hampton race — 35th of 62 entrants. SSG Petts' most recent competition was a 26-mile marathon at the University of Maine. His comment after the four hour ordeal, "I finished." (Concord DRC)



When Poughkeepsie station recruiters wanted to show off their new DEP T-shirts, they figured the best way was to enlist a professional model.

Laurie Hicks, a model in the Poughkeepsie area, was enlisted and, though she was only in the DEP for a few days, she really made a hit in the Poughkeepsie area modeling the Albany Area's DEP T-shirt. (Albany DRC)

A RIDE IN THE "TIME MACHINE" is basically what local high school students had when they were introduced to a series of "history clinics" put together by the San Francisco A&SP division.

What makes the clinics attractive to schools is the fact that the instructors wear replica uniforms of the period being discussed.

Each clinic includes a discussion of the soldiers' life style, a demonstration of weapons and equipment, and a short audio-visual presentation. The recruiter is always present, either as part of the program (wearing one of the uniforms) or introduced by the instructor.

Three clinic formats have been developed: "Soldiers of the American Revolution," "The American Soldier in the Civil War," and "The American Soldier in WWI and WWII." (San Francisco DRC)



SOMETIMES THE SMALLEST stations show the most pride in their work. Staff Sergeant **Bobby G. Jackson**, Beaver Falls, Pa. station, above, pointed out that Beaver Falls is right in there with the big ones by putting a lot of care into decorating the station's windows to attract prospects. (Beaver Falls, Pa., RS)

IF DIOGENES HAD BEEN IN BROOKLYN RECENTLY, his search for an honest man may have been concluded successfully. **Sergeant Luis Sierra** from the Flatbush recruiting station in Long Island DRC was driving an applicant to AFEES, Ft. Hamilton.

The traffic was heavy on the Belt Parkway when SGT Sierra spied a canvas bag about three feet long lying in the middle of the road. As he pulled his car off the parkway and stopped, the car behind him struck the bag and paper money spilled out in all

directions. Within seconds, all traffic stopped and a mass of humanity began gathering five dollar bills.

Sergeant Sierra picked up the bag, ran to his car, drove to his recruiting station and called the police. When a count made of the contents of the bag, the total came to just over \$78,000 in five dollar bills.

Within a few minutes, the police traced the ownership of the cash to the Community National Bank & Trust Co. of N.Y. Seems the money bag had fallen out the back of a vehicle while being transported. (Long Island DRC)

WORKING WITH YOUR GUARD can pay big dividends! It pays to work with your local Army National Guard recruiters . . . in more ways than one.

Just ask **Staff Sergeant Jerome Pionk**, station commander of the two-man Army recruiting station in Worthington, Minn. He has just received the highest incentive award authorized by the Minnesota National Guard. The award, a large engraved walnut plaque in the shape of the state of Minnesota, was presented recently in ceremonies in his recruiting station. The presentation was made by **LTC Allan L. Osbourne, Jr.**, Recruiting and Retention manager for the Minnesota National Guard.

"The awards are nice," Pionk says, "But the greatest thing about our working relationship is the mutual exchange of assistance and professionalism."

In return for his outstanding support of the National Guard, Pionk has realized five active Army accessions during the past seven weeks through referrals from his National Guard counterparts.

To date, SSG Pionk has received the following individual awards for referrals which enlisted in the National Guard: for one enlistee — a Guard mug; two enlistees — a minuteman tie tack; three enlistees — a letter of appreciation from the state AG; four enlistees — a minuteman recruiter plaque; six enlistees — a militia award tankard; eight enlistees — a Guard glass pitcher with mugs; and the latest award for 10 enlistees.

SSG Pionk's story is a good example of the high degree of cooperation and rapport which is possible when professionals combine efforts in pursuit of mutual success. May your efforts with your National Guard and Reserve counterparts be as fruitful. (A & SP, Sioux Falls, S.D.)

The 'Lady Recruiter'



from New Iberia, La.

Hard work and extremely long hours coupled with genuine concern for each applicant's personal welfare — these are the basic elements in the success of Staff Sergeant Iletha B. Moore.

SSG Moore, the "Lady Recruiter" as she's known locally, is actually station commander of the recruiting station in New Iberia, La.

SSG Moore's daily application of these success elements has resulted in her attaining numerous honors and awards since becoming a recruiter with the New Orleans DRC four and one-half years ago.

Competing against 45 male recruiters, SSG Moore now holds the singular honor of being the top recruiter in the New Orleans DRC.

"I've never missed my assigned objective since I started as a recruiter," SSG Moore said. Usually, her objective is four per month.

Commenting on her ability and effectiveness, Captain Jerry A. Taylor, Lafayette area commander, said "SSG Moore has demonstrated exceptional initiative and professional competence in all phases of recruiting activities." He further pointed out that much of her success can be attributed to "her cooperative attitudes as well as her untiring efforts in the field. Certainly, these are significant factors that have contributed to her success in the attainment of assigned objectives."

How did all this begin?

"Well, it all started back in 1971," she reflected, "not long after I enlisted in the Army. I was assigned to Mobile, my hometown, as a recruiter aide. And I guess it was then that I decided I liked recruiting and wanted to become a full-time recruiter."

Following this brief experience in recruiting, SSG Moore was recommended for recruiter training at Fort Benjamin Harrison. Five weeks later, she walked confidently out of the classroom, eager to be assigned as a full-time recruiter.

"I was happy to be assigned to the New Orleans DRC," SSG Moore said, "but I was totally unfamiliar with the environment, the people, and the traditions I found in New Iberia.

But after one year as a WAC counselor, in which her job was to process only females into the Army, this slot was eliminated and SSG Moore moved up to production recruiter. "I liked it much better," she said, "and, too, I was somewhat better acquainted with the people of this area by then. I found my work interesting and challenging. And I became known and accepted in the community."

She pointed out that essentially her two-parish (county) area — more than 1,200 square miles — is rural. "This means that I have to do a lot of traveling," she said. "But I don't mind it at all. I feel that it's my job to see that my applicants have transportation to and from the bus station when they go to New Orleans for testing."

SSG Moore said that in her opinion it is not the parent's responsibility to provide transportation for the applicant. "It's an integral part of my own job," she said.

A typical workday for SSG Moore begins about 7:30 in the morning and winds down anywhere from 7:30 that evening to nearly midnight. "The hours are long, but for me this work has definite rewards besides meeting my production goal." She smiled and gestured to the bulletin board. It was bulging with letters and photos mailed to her from applicants she had processed.

"My enlistees almost always write to me to let me know how they're doing," SSG Moore said. I always take the letters and pictures out to show their parents so they can share the good news about their

son or daughter with me."

SSG Moore noted that in the New Iberia area, deep within Louisiana's exquisitely beautiful Cajun country, the family is still a very close-knit unit. "Actually, no applicant goes into service without the approval of his family," SSG Moore said. "So to speak, it's the family I must effectively deal with to put a young man or woman into the Army."

After hearing from an enlistee who left for active duty, SSG Moore regularly makes phone calls and visits to keep the parents up-to-date on how their son or daughter is coping with Army life. As a by-product of such deep concern for each of her enlistees, SSG Moore gets numerous referrals. "I get a lot of referrals not only from the en-

listees themselves, but from the parents and other members of the family," she added.

SSG Moore states, "There's a lot of self-satisfaction in doing a good job to help youngsters obtain the right career slot. It definitely enhances their chances for a successful future."

Captain Taylor said, "She has done an excellent job in recruiting, as being top recruiter in the DRC reflects. She attained 246 percent production for a 9-month period," he pointed out, adding, "and that kind of production record comes only from proper attitudes, hard work and a professional approach to all recruiting activities."

SSG Moore has accumulated numerous awards since beginning her recruiting career, including the

first sapphire star to her gold badge and several certificates of achievements for meritorious accomplishments above assigned objectives.

"Some of my applicants call me a worry-wart for being so involved, so concerned about them, even after they leave for active duty," SSG Moore said. "But then there are others who laugh and label me 'Wonder Woman' for helping them get the training they wanted."

With the achievement record SSG Moore has attained and a bulletin board boasting dozens of personal statements of gratitude to the "Lady Recruiter," it's easy to see that those who called her "Wonder Woman" had the best handle on SSG Moore's ability as a recruiter... and as a person genuinely interested in their well being.



IG Commendable Areas

Now that all recruiting areas have been inspected for FY 78, the following areas — in the consensus of the IG and the region commanders — were performing their mission in a commendable manner. They were determined on the basis of outstanding performance in each

of the functional areas set forth in USAREC Circular 20-1. To them go our congratulations. It should be noted that four DRCs in SERRC and WRRC were inspected by the DA IG and were *not* inspected by the USAREC IG office.

MWRRC

Chicago-South Area — Chicago DRC

MAJ Olin Hudson, Jr.
MSG George B. Gilmore

Cleveland Area — Cleveland DRC

CPT Nelson R. Herrman
MSG Freddie G. Combs

Dayton Area — Cincinnati DRC

CPT John B. King
MSG Dennis J. Byrd

SERRC

* Florence Area — Columbia DRC

CPT Frank H. Wagner
MSG Tommie O'Cane

Miami Area — Miami DRC

CPT Dwight D. Toner
MSG Thomas H. Medlin

Elizabethtown Area — Louisville DRC

CPT William E. Ward
MSG Thomas S. Henson

* Honolulu Area — Honolulu DRC

CPT Alton E. Jones
MSG Norbert K. Enos

* Sacramento Area — Sacramento DRC

CPT Douglas A. Brusseau
MSG Ben Talley

Tuscon Area — Phoenix DRC

CPT Rick Rowlett
MSG Vernon Fairchild

NERRC

Baltimore Area — Baltimore DRC

CPT Jerome B. Sidio
MSG Morgan H. Massaker

Portland Area — Concord DRC

CPT John G. Stapler
SGM Donald E. Downs

Wilkes-Barre Area — Harrisburg DRC

CPT Robert P. Reddy
MSG William A. Coleman

Albuquerque Area — Albuquerque DRC

CPT George M. Cordray
MSG Ermilo Leal

Hattiesburg Area — Jackson DRC

CPT James R. Siket
MSG Larry D. Moss

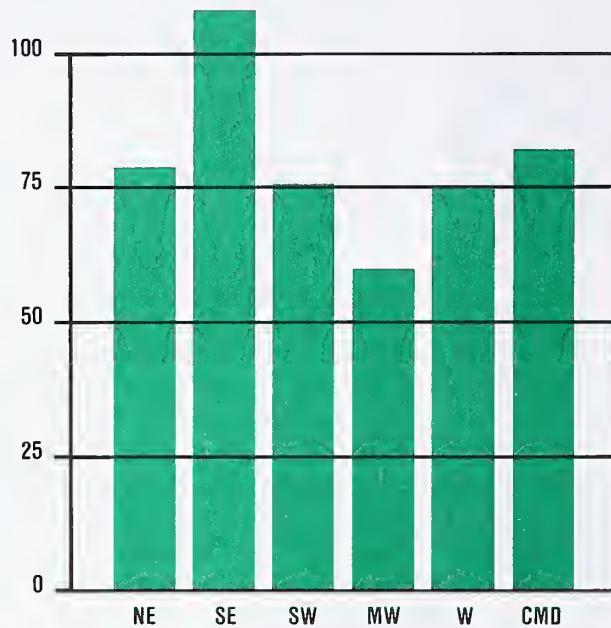
Shreveport Area — Little Rock DRC

CPT Victor D. Faulkenberry
MSG Bobby G. Potter

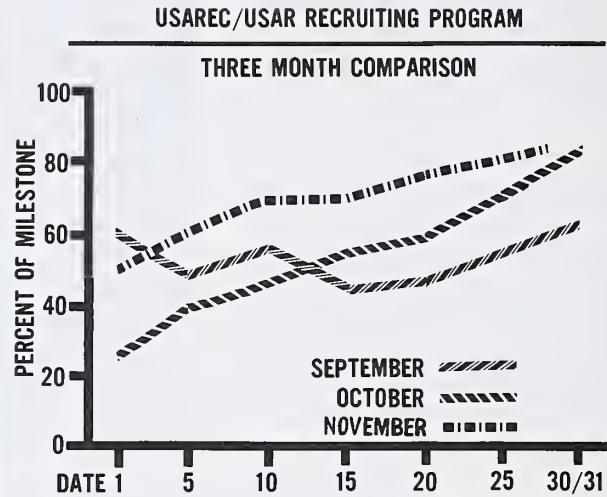
* Indicates repeat performance



Q-2



Region high school diploma grad mission accomplishment (acc + DEP) through Nov. 27.



Percentage of objective accomplished for shipping periods indicated.

QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the year-to-date objective.

OCTOBER

QIPS credits/recruit

SERRC	7.02	SERRC	26.11
NERRC	7.00	SWRRC	16.20
MWRRC	6.86	NERRC	13.02
SWRRC	6.44	WRRC	10.98
WRRC	6.40	MWRRC	10.87

QIPS credits/recruiter

TOP DRC**		TOP DRC**			
1.	Columbia	7.54	1.	San Juan	39.44
2.	Montgomery	7.31	2.	Columbia	33.83
3.	Jacksonville	7.30	3.	Montgomery	33.30
4.	Richmond	7.26	4.	Raleigh	30.40
5.	San Juan	7.24	5.	Atlanta	28.59
6.	Atlanta	7.17	6.	Jackson	28.39
7.	Honolulu	7.16	7.	Charlotte	25.51
8.	Charlotte	7.05	8.	Richmond	25.10
9.	Miami	6.95	9.	Honolulu	24.83
10.	Raleigh	6.82	10.	Jacksonville	24.64
11.	Salt Lake City	6.73	11.	Miami	23.62
12.	Jackson	6.65	12.	Nashville	19.19
13.	Balto-Wash	6.63	13.	Balto-Wash	16.84
14.	Cincinnati	6.48	14.	Cincinnati	13.61
15.	Chicago	6.20	15.	Salt Lake City	10.55
16.	Nashville	5.82	16.	Chicago	10.13

** Only those DRCs that accomplished their quantitative objective each week during the reception station month beginning October 3 and ending October 30 were eligible for consideration.

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

DRC	YTD %	Wks-100%	DRC	YTD %	Wks-100%
1. San Juan	127.8	8-8	29. St. Louis	78.3	5-8
2. Jackson	113.5	8-8	30. Pittsburgh	74.7	1-8
3. Atlanta	113.0	8-8	31. Sacramento	73.7	1-8
4. Miami	108.9	8-8	32. San Francisco	72.3	1-8
5. Columbia	107.2	8-8	33. Los Angeles	71.4	0-8
6. Balto-Wash	106.9	8-8	34. Ft. Monmouth	70.6	0-8
7. Raleigh	105.8	8-8	35. Oklahoma City	70.5	1-8
8. Salt Lake City	105.6	8-8	36. Niagara Falls	69.2	2-8
9. Jacksonville	104.9	8-8	37. Denver	68.1	1-8
10. Montgomery	104.8	8-8	38. Harrisburgh	66.8	1-8
11. Richmond	103.8	8-8	39. Long Island	65.4	0-8
12. Charlotte	103.3	8-8	40. Philadelphia	65.3	0-8
13. Cincinnati	102.8	8-8	Portland	65.3	1-8
14. Nashville	100.6	7-8	42. Indianapolis	63.7	1-8
15. Chicago	96.3	6-8	Peoria	63.7	2-8
16. Honolulu	92.9	4-8	44. Boston	63.6	1-8
17. Santa Ana	91.0	4-8	45. Phoenix	62.5	0-8
18. Houston	87.9	3-8	46. Kansas City	62.4	1-8
19. Syracuse	85.7	4-8	47. New Haven	62.3	1-8
20. Beckley	83.5	4-8	48. Cleveland	61.7	0-8
21. Albany	82.9	4-8	49. Dallas	60.5	1-8
22. San Antonio	82.4	2-8	50. Lansing	60.1	2-8
23. Little Rock	80.6	5-8	51. Albuquerque	59.8	0-8
24. Concord	79.6	2-8	52. Columbus	56.5	0-8
25. Louisville	78.7	4-8	53. Detroit	51.8	0-8
Newburgh	78.7	0-8	54. Des Moines	51.0	1-8
27. New Orleans	78.6	3-8	55. Minneapolis	37.8	0-8
28. Seattle	78.5	2-8	56. Omaha	37.7	0-8
			57. Milwaukee	34.8	0-8

The underlined DRCs were at 100 percent of objective for high school diploma grads (male) through FY-78.

Looking for Oregon's



Major Monte Voight

'Ten Most Wanted'

By 1LT RICK BEASLEY
Oregon Army National Guard

There's a "Ten Most Wanted List" in Major Monte Voight's office, and the 39-year-old veteran Oregon Army National Guardsman wants them brought in. But that list isn't manned by fugitives and desperadoes.

"These are the leaders of the local high school," said the Oregon Guard's recruiting and retention officer. "We're talking about the captain of the football team, the president of the student body, the known leaders. If you recruit a leader like that you're likely to recruit three to five extra people, because if he or she is used well and treated well, that person will bring even more recruits into the Guard."

Monte Voight knows what he's talking about — that's the formula that recruited him into the Guard 21 years ago, and he's used it ever since to enlist hundreds of young people.

Voight has been occupying one of the hottest seats in the Oregon Guard since November of 1977. As head of the state's recruiting efforts, Voight has been given the task of putting muscle into the Guard's re-

cruiting drive. It's no easy job, and the former company commander doesn't mince words when he talks about the recruiting problems that face the Guard, or commanders and NCOs who fail to meet the recruiting challenge.

"Every year the National Guard recruits thousands of new people," he said. "If you stop to think about it, since the usual enlistment is six years, you should be able to maintain six or seven thousand people fairly easily. But that's not the case. The problem we're facing is not recruiting young people, but keeping them in the Guard."

The infantry battalions with sagging retention figures are at the heart of the problem, Voight pointed out. With Oregon at an overall strength of 83.27 percent, the state's infantry rosters are at 76 percent.

"I think we have two major reasons for this," Voight said. "In the infantry battalions the lower ranking individuals are often stifled by the lack of promotions, especially after they've reached E5. But that's not the major problem — the crux is that we have to make sure that commanders at all levels really care about their people, that they are

people-oriented as well as being militarily qualified.

"The attitude among a lot of leaders — officers and NCO's alike — is that they've heard all about it (recruiting and retention)," said Voight. "They've heard so much about it that they get tired of it. But what I'm saying is, if you want to be a commander or stay a leader in the Oregon Guard in the future, learn to live with R and R, and realize the importance of 'people smartness' so that you can keep your people in the unit."

The most critical problem facing the Oregon Guard is retention, said Voight.

"Second, the commanders just have to be retention and recruiting-oriented, and community-oriented as well. The next step as far as the problem is concerned is to make sure key NCOs reflect these same qualities desired in the commanders."

Voight believes that there are two kinds of commanders — those who can keep their people and those who can't.

"I believe that morale is a critical factor in retention, and a commander is directly responsible for morale," Voight observed. "There's got to be involvement by the commander and his NCOs, a concern for a person's family, Christmas parties, unit family picnics during the summer, private gatherings of the NCOs and the officers several times during the years. Morale is reflected in how many times you get together with your people, and how much you know about them personally."

Until the Oregon Guard has a completely "people oriented command," says Voight, R and R will be a problem. Voight calls that kind of personalized approach to the recruiting challenge "people smartness," and he's convinced that it's a cure all for the Guard's retention woes.

Recruiting People (and in England)

Mass., recruiting office, one of the New Haven DRC's top producing urban stations, spent part of his recent leave talking shop with his "hometown" recruiter, Warrant Officer A.C. Ford.

Not so unusual? SFC Stephens' hometown happens to be Salisbury, England.

The Springfield station commander had another reason for taking a look at recruiting for a volunteer Army on the other side of the Atlantic: he had served a four-year stint under Queen Elizabeth's banner before deciding to join Uncle Sam in 1959.

What first impressed SFC Stephens was the high morale of the British recruiter, or "Army Careers Advisor," as he's called.

Because of the relatively small size of the country, "they don't have nearly the number of recruiters that we do," he says. SFC Stephens' counterpart, WO Ford, has four recruiters staffing his Army Careers Office, which covers four areas with two assigned military vehicles. With a lack of telephones in the community, Salisbury recruiters must rely on personal or written contact with applicants.

"Their greatest source of leads," reports SFC Stephens, "is the Army cadet program in each community." Structured somewhat like a Junior ROTC program, it gives young men, aged 13 to 17, an opportunity to take a firsthand look at Army life at an early age by attending meetings at least twice a week in their afterschool hours.

When these young men become eligible to join Britain's "Junior Army" at ages 16 to 17, they already have a clear idea of the responsibilities of military service, he says. If they do find they're not suited to Army life, they're still eligible to leave at no cost within the first six months after signing up.

Also heading the list as sources of leads for the British recruiter are secondary school career days and mailback cards attached to national advertising. "Like us," SFC Stephens adds, "Britain is getting a lot of the younger market, or 'boy service.'"

What is motivating British youth to join the Army? "Much the same reasons as ours — job training and travel," he says.

"You're joining the New Army," declares a glossy British recruiting brochure directed at women. "You'll be as much a part of this very modern organization as any soldier, and in most cases you'll be doing exactly the same job as he does."

An equally attractive booklet, entitled the "Professionals" and targeted at the male audience, boasts 150 different skills and trades to be learned.

"Which one would suit you?" it asks. "You don't have to have a string of qualifications. Just the sufficient basic ability. Then, providing there's a vacancy, our training can develop your talent . . ." It also points out that you'll be able to serve at home, in Europe, or the Far East. Sound familiar?

"Just as in America," asserts SFC Stephens, "British recruiters stress pay and benefits as well as skills and travel." Although soldiers are charged for their food and quarters, they are enticed by 30 days annual vacation, free health care, and sliding pay scales that are dependent on recruits' length of enlistment.

Looking back on his visit and reviewing the similarities and differences he found, SFC Stephens concludes that one key fact closely ties recruiters on both sides of the Atlantic — the real mission of the Army recruiter is to enlist as many of the best qualified young men and women available for a proud, and professional, volunteer force.

By MARIAN MARTONE
New Haven DRC

Sailors go back to the sea, aviators take to the air — and what do Army recruiters do on vacation? Sergeant First Class David Stephens, commander of the Springfield,

keeping them) in an Army and in Japan

achieving this goal often requires many long hours of work, he doesn't mind, adding "Whatever it takes, I do."

The reenlistment NCO adds that the type of soldier the person is determines how much help he can expect in getting the option he wants. "There are enough good soldiers in the Army to demand 100 percent of my time both on and off duty, and I don't have the time to devote as much effort to help those persons who aren't really interested in being soldiers."

Keeping quality soldiers in the Army and getting them what they want requires a lot of work which begins long before the individual is within 90 days of his separation date. For the USARJ reenlistment NCO the job starts the day a new soldier arrives in the command and continues up to the moment the person gets on the plane to leave Japan.

"Of course, reenlistment requires a lot more than just sitting in an office and waiting for prospective reenlistees to drop in," SGT Feeman explained. "I try to get out and meet the soldiers of this command, get to know them and discover their problems. Often I'm asked to answer questions which don't always deal with reenlistment, but I get the answers because it helps to build credibility in the reenlistment program and develops a personal relationship between the individual soldier and myself."

"One of our basic psychological needs is the need to belong. And we can't belong to a group that doesn't care," continues SGT Feeman. "If that 'pride in belonging' is there, reenlisting a good soldier is a lot easier."

Sergeant Feeman, a veteran of four years in the Navy and eight years in the Army, says the key to a successful career is planning. He urges soldiers to plan their time in

the Army carefully. "I've only been to three places I haven't wanted to go, all because of poor planning."

The lanky sergeant has been re-enlistment NCO for the past four years and relates how it happened. "After returning from Japan in 1974, I was assigned to one of the communications companies at Ft. Meade, Md., where I was training to be an administrative specialist. One day I was asked if I wanted to be the unit reenlistment NCO. Liking the challenge, I said "yes!" My duties often required me to visit MILPERCEN to try and get assignments for the soldiers in my unit and it was during one of these trips that I learned that my MOS was overstrength in my grade. My contact there told me that a reclassification board would soon be held, and that he would help me become a full time reenlistment NCO if I so desired. So, I applied and was accepted."

During the past four years Feeman has received a great deal of satisfaction in helping match the desires of reenlisting soldiers with the needs of the Army. In 1977 his efforts, combined with those of his fellow reenlistment NCO's in Japan, paid off as USARJ led the Army in reenlistments.

One of the things which has helped make SSG Feeman a successful reenlistment NCO is his ability to make one feel at home. And for him Camp Zama is almost home. The son of a retired Army colonel, the 31 year old soldier has spent 14 years in Japan. During a five year period, from 1961-1966, when his father served as assistant chief of Staff, G-4, Feeman attended Zama High School and graduated in 1965.

All in all, Feeman has found Army life very satisfying, and feels his most satisfying moments occur when, "I see a smiling soldier walk out of this office."

By SP5 TOM TIERNAN
PAO, USARJ

Staff Sergeant Jack Feeman likes to help soldiers get what they want and he likes helping the Army reenlist good soldiers. That's why he's a reenlistment NCO.

"Nothing gives me greater satisfaction than to see a soldier walk out of this office with a smile on his face knowing he's reenlisted for what he wanted," states SSG Feeman of the U.S. Army Japan (USARJ) reenlistment office. While



SSG Morton shows a trainee how to adjust an M16 strap.

By BOB CROCKETT
PAO, Armor Ceutor, Ft. Knox

In 1964, when the Fort Knox Drill Sergeant School opened its doors to NCOs for training as drill sergeants, Lloyd Noles and Stephen Morton were still in high school.

The entire Army recruit training program had just undergone a complete revision of methods and standards to train soldiers.

Throughout CONUS, the "lock-step" approach was adopted as the first formalized Drill Sergeant school for the Army.

Today, Staff Sergeants Noles

and Morton have made a favorable impression on the future of a new progressive learning program by becoming the first graduates of the criterion referenced individualized drill sergeant program at Ft. Knox.

Today, candidates can work through the course at their own pace in accordance with their past experiences and ability.

Sergeant First Class Daniel Brown, 1977 Drill Sergeant of the Year (Ft. Knox) and chief of the Drill Sergeant School Division explains the differences: "After taking a closer look into the manpower expedites and overall savings in

The *individualized* approach to training drill sergeants

connection with the school, we were selected and tasked (with the Army Training Board) by Department of the Army to develop and conduct an experimental program that would reduce the old 11 percent attrition rate and personalize teaching methods of the drill sergeant candidates."

The school still requires the inspections, rugged discipline, and polished movements. Rigid working and learning conditions are emphasized throughout the course, but with the new program the candidate would be limited only by his own abilities.

Of greater consequence is that each candidate can pace himself for an early completion or scheduled graduation.

In early January, 59 candidates and 14 instructors went to work piloting the new concept. The average candidate is an E-6 with 10 years service.

"Some students," says SFC Brown, "move faster through the program because they knew more from the start. These people are usually the ones who graduate early."

According to SFC James Sanford (candidate), "the man who finishes last is not always the slowest or least intelligent. He could be doing it intentionally and methodically to insure he has gained every aspect in minute detail."

The course is divided into 84 modules arranged in six categories: general subjects, leadership and counseling, drill, military training, physical training, and rifle marksmanship.

Six weeks is the allotted time.

SSGs Noles and Morton completed the whole course in 13½ working days.

Pacing themselves and assisting each other in studies proved beneficial to both. As they approached their projected completion, their efforts were rewarded as module after module was thoroughly examined and understood.

SSG Morton had earlier been assigned as an assistant platoon sergeant position (Company C, 17th Battalion, 4th Training Brigade) for an entire basic training cycle and had just arrived from Advance NCO course.

SSG Noles studied at great length after classes. He's assigned



SSG Noles supervises physical training.

to Troop A, 5th Cavalry Squadron, 1st Training Brigade.

"I'm no smarter," admits Noles, "I did everything everyone else did. I just wanted to finish at the earliest."

"I moved faster than anticipated," reflects Morton, particularly because the course was so well organized."

There is no way of skipping important modules or cutting corners in this course. SFC Brown who has had three different tours as a drill sergeant says that there are many checks and balances that insure honesty. "The more a candidate progresses, the more he must be able to explain to instructors to move on."

SFC Brown overheard this conversation one day in school: "Hey sarge, how did you pass that module?" "Well," the sergeant replied, "I read all the material, got the regulation, worked with other people, studied the modules, sat down and figured it out." "What did you come up with?" inquired the impatient candidate. "I can't tell you because you've got to do the same thing. If you don't, the instructor will know and he'll catch you in the questioning."

"The way the course is run," says SGT Henry Simon (candidate), "when I get frustrated with my progress, I can pack my books and take off to relax in another environment to read or practice. This allows my personal study habits to develop. I've always wanted to be a drill sergeant. My present attitude and pace will see to that."

And what about the trainees who will inevitable by influenced by their new drill sergeant!

They will be treated the same as before says SSG Noles. "I would never rub my achievements in the faces of my trainees. I intend to treat them as individuals in a group setting and train them to meet the required Army standard."

Colonel Philip Merrick, chief of Enlisted Personnel Management System office at TRADOC had this comment: "I'm impressed by the (Ft. Knox) course managers and the job they did with this pilot program. The enthusiasm at this meeting should be some indication of its success. We haven't lowered the quality standards or made the course any easier. We expect an experienced, well-developed drill sergeant graduate."

Organizational Effectiveness: **Management Consultants are**

By JOHN MORGAN Long Island DRC

The Organizational Effectiveness Officer is new to Army management although his counterpart in civilian enterprise, the management consultant, has been around for years. Their jobs: "To expose both inter- and intraorganizational problems within a given area and, one hopes, to furnish solutions."

"The Army saw the need for trained professional assistance. And to this the fact that local commanders were not equipped to address the large problems, plus the demands and priorities for their time, and OE appeared to be fully justified," stated Major Thomas K. Newell, OE officer at HQ USAREC. The Army introduced the program into the system in the early 70's.

In June 1978, the commander of the Long Island DRC, the members of the DRC HQ staff, area commanders, and the station commanders from the five areas of the DRC met to participate in a two-day session which carried the formal title of an Organizational Effectiveness Seminar.

Before the seminar, and at the request of the DRC commander, Major Newell made a detailed assessment of the state of the DRC through surveys, interviews, and observations. His conclusions after the preliminary survey provided the bases for the structure of the seminar itself. Following the preliminary survey, the DRC commander was apprised of the assessment and the apparent problem areas to be covered in the seminar.

In the case of the DRC, there were three prime guidelines to be considered:

- Assist the commander of the DRC, who is beginning a new assignment, to take over most effectively within a minimum period of time.

- To organize the most cohesive team possible to accomplish the mission.

- To address organizational issues using the information resources of the entire DRC personnel.

The first day of the seminar was highly structured. Work groups were encouraged to develop "openness" in an effort to identify issues that affect the efficiency of the recruiters. They were made up of the members from each area meeting separately, as well as a group comprised of the DRC staff.

On the second day the work group changed and each group consisted of area commanders, assistant area commanders, station commanders and the Reserve recruiters. Each of these groups included one member of the DRC staff.

The objective of these work groups was to design specific tasks for the DRC commander. Recommendations resulting from these workshops were:

- Improve communications throughout the DRC.

- Improve working conditions between the DRC and AFEES.

- Improve training programs for the recruiter.

- Establish a Recruiter's Advisory Council to advise the CO; and;

- Improve the working relationship between the A&SP office and the field to insure the most effective advertising support.

When asked how he is able to evaluate the effectiveness of such a meeting, Major Newell replied, "In about three months there will be another meeting. Then we will take stock of the recommended changes which have actually been implemented; and what's more important, what effect these changes have had on the efficiency of the DRC recruiting effort." In actuality, the

follow-up conference was not until October, four months later.

On the first day of this second seminar, the station and area commanders met with the headquarters staff to review the actions agreed upon during the earlier seminar. Then they broke up into seven peer groups. Each group's task was to furnish input as to any notable progress made in the DRC over the past months. The next session involved everyone, an opportunity to compare assessments — both positive and negative. Finally, the fourth stage, back into groups, where an attempt was made to isolate still-existing needs to assure 100 percent production.

The second day of the conference was attended by all the recruiters in the DRC, including USAR people. A report of the results of the last seminar's actions was read. Improvement in all areas was marked.

For example, the communications problem noted at the first seminar was virtually eliminated in the intervening four months. A ranking



put to work for USAREC

Reserve officer noted, "The feeling of separation which we felt existed in June between USAR and the regulars is almost non-existent. At this

point we reservists feel, for the first time, that we are all on the same team."

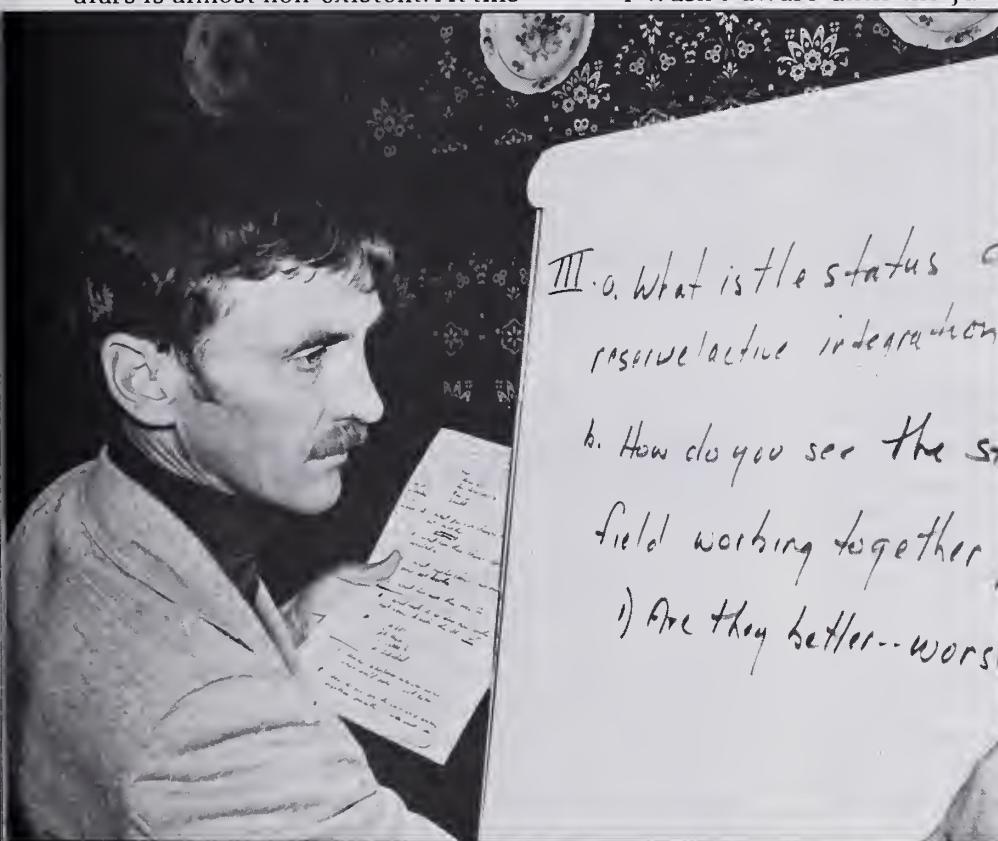
"I wasn't aware until the June

meeting that there was a lack of communication between headquarters and the field, which was accompanied by a marked degree of unresponsiveness on my part. It was unintentional and has been rectified," a HQ staff officer observed.

A recruiter advisory council was also set up on the recommendation of the first seminar. Station commanders said at the follow-up meeting: "The newly-formed recruiter council made a tremendous and positive impact on morale. We in the field feel that we now have a direct and effective line to HQ and command."

Major Newell's prognosis for the Long Island DRC was very positive. "Based on facts which came to light during the first meeting, and, after weighing and evaluating, I am of the firm opinion, that this DRC has the potential for fulfilling mission," he concluded.

At left Major Tom Newell, HQ USAREC, illustrates a point at the organizational effectiveness seminar for the Long Island DRC. Below left a group of area commanders contemplate a problem. Below right Major Newell confers with SGM Curmet Meadows.





Re-Update

By SGM VERNON WHITMORE
Senior Reenlistment NCO, HQ DA

As reported in the October issue, there were 20 recommendations made by the DA Reenlistment Steering Group in their August meeting. Outlined below is a listing of those and the actions being taken on each.

1. Increase the number of reenlistment NCOs. This has been requested. There are problems associated with this, such as where to cut the rest of the Army to accommodate the increase in 79D strength.

2. Retain hurdles published to the field. This is being done now and any changes will be published by a DA message. Everything presently in effect will be published in Change 3 to AR 601-280.

3. Give reenlistment credit at the time of extension for the BEAR program. This has been done so let's sell the program.

4. Create an Army Reenlistment Contract to be used in place of DD Form 4. A "type" contract has been written and is being staffed with the Judge Advocate General, MILPERCEN and the major commands. This contract will be four pages: two pages (1 and 2) to fill in required data and two pages (3 and 4) outlining the legal information. It will be in a manifold set of six copies with all the typing on the front and the information to the soldier on the reverse.

5. Change wording on reenlistment NCO badge to read REENLISTMENT. It was decided to leave the badge the way it is. The cost of changing it and the loss of the advertisement of career counseling outweigh the advantages of the change. If anyone has strong feelings about this, drop me a line.

6. Allow first-termers to be reassigned immediately upon reenlistment for school provided he has completed 12 months of a long tour or 5/6 of a short tour. DoD directives do not allow this, saying that a soldier must complete 5/6 of a normal tour. Requests to change this have been denied based on readiness and PCS costs.

7. Provide information down to installation level on reenlistment advertising. USAREC will provide a catalog of orderable material and will keep everyone posted on future developments.

8. DCSPER initiated tasking to study and develop reenlistment unit concept. Preliminary review has been accomplished. A type organization has been drawn up and will be sent to major commands and the DA staff for comment.

9. Separate PAC-Long and Hawaii on overseas areas of choice/station of choice options. This will be done on a test basis to see what happens to the WAIT list.

10. Review the reenlistment objective system for possible revision and report at the next reenlistment steering group meeting. This is being reviewed from several different angles and we expect to be able to make recommendations at next year's meeting.

11. Allow E5s on an E6 promotion list reaching QMP point to reenlist as an E6. If an E5 is on the promotion list at his QMP point, the individual should expect to be promoted within three years. Therefore, with the local command being the waiver authority, the problem can be resolved at local level. There will be a change allowing people in this situation to re-enlist/extend for four years if a service remaining requirement is needed for an overseas long tour.

12. E5s not on a promotion list have second QMP waiver approved at the major command. There will be no change to present requirement to have approval at EEA. This is because the major command does not have the necessary records to evaluate performance, and field 201 files do not contain enough historical documentation to compare an individual with other personnel with 13 or more years of service.

13. Allow cash payment for accrued leave up to 60 days in a career, regardless of whether reenlistment was within 90 days of ETS. This will require a change to the DoD pay manual. A request is being worked up and staffed with the other services. We should have an answer to this shortly.

14. Soldiers in an overage PMOS, but holding a shortage SMOS, be allowed to concurrently reclassify the SMOS to PMOS and reenlist. This will be effected for E5s and below in non-DA controlled MOSs in January. Specific instructions on the processing of these cases will be published soon.

15. Place a moratorium on using SQT for reenlistment until SQTs are fully implemented. This recommendation was not approved. By interim change to AR 601-280 dated 23 Oct 78, the first failure of an SQT is waivable by the battalion commander, or equivalent commander.

16. Allow reenlistment requests to be processed if SQT scores are not back in 60 days after taking the test. This has been incorporated into the change mentioned above.

17. A study be undertaken to determine if there is an increase in the loss of middle grade NCOs. A request has been prepared to have the Army Research Institute conduct such a study to include recommendations on how to reverse this trend.

18. Approval of bars to reenlist on E6s and above with 10-18 years of service be approved at EEA; and

19. Bar approval authority be authorized to extend a soldier with a bar up to 12 months to allow the individual to show by performance reason to remove the bar. Both of these recommendations have been incorporated into a complete rewrite of the bar procedures. This was sent to major commands for comment and returned. Changes to the present procedures in both of

these cases, along with several others, will be published shortly.

20. Soldiers in an excess leave status be permitted to carry forward the excess into new enlistment. Paragraph 10305a(1) of the DoD pay manual does not require collection of pay and allowances from a soldier for excess leave when reenlistment is accomplished within 24 hours after being discharged before normal ETS (discharge/reenlistment three months prior to established ETS is considered normal ETS). People in this category are permitted to carry excess leave forward to the new enlistment.

Of the 20 recommendations, final action has been completed on nine. Of these, three were approved basically as written, three were approved with changes, and three were disapproved. Some changes will occur because of the remaining recommendations, so once again the steering group has made a significant contribution to the reenlistment program.

I want to take this opportunity to wish you all the best during the holidays and a successful 1979. 

Single soldiers are now eligible to ship a car to authorized areas and will receive an increase from 225 pounds to 500 pounds in the amount of personal baggage that may be shipped at Army expense.

The package allows young soldiers with orders effective on or after Oct. 17 to apply for dependent travel and other benefits before traveling to a new overseas assignment. Those people already overseas may request delayed travel benefits.

One of the entitlements is the dislocation allowance for soldiers E1 through E4 to help offset PCS costs. The rates for this allowance are \$150.30 for E1 through E3, and \$172.40 for E4.

Soldiers in these grades who are returning from overseas areas that restrict dependents may also qualify for an entitlement to move dependents and household goods from a US residence to a new US station.

DA officials, citing rough figures, estimate the number of soldiers who can take advantage of these entitlements at 33,000 families with 49,000 dependents.

Supplementing CHAMPUS

A point was raised recently with USAREC and the Journal over whether it would be advisable for a servicemember (or retired servicemember) to have commercial insurance to supplement CHAMPUS. When using CHAMPUS the user must pay a certain percentage of the costs; does it make financial sense to have insurance to pick up the difference?

The question was not resolved at HQ USAREC; it was decided that soldiers should make that decision themselves. It is important for everyone to know that with insurance, you get what you pay for. The CHAMPUS supplementary insurance does not cover your deductible for outpatient care or the difference between the fee and the CHAMPUS-allowed fee. Consequently, we pass on without comment or recommendation the following list of organizations and companies known to offer such insurance.

Such insurance is offered by:

- Reserve Officers Association
- Association of the United States Army
- Retired Officer Association
- Fleet Reserve
- NCO Benefit Association
- Air Force Sergeants Association
- American Logistics Association
- National Association for Uniformed Services
- Navy League of the United States
- Retired Association for the Uniformed Service
- Mutual of Omaha
- North Carolina Blue Cross/Blue Shield

We forwarded the complete study to RRCs and DRCs. If you are interested, the DRC can provide you our study for your review. 

Update

Europe Tours Cut

Some soldiers serving in Europe will have their tours reduced from three to two years beginning the first of 1979, according to MILPERCEN officials.

The tour reductions, for first term bachelors (male and female) on four year enlistments, were to have taken effect Oct. 1, but the Congressional delay in approving the DoD budget means that tour reductions will not affect those single soldiers who arrived in Europe during October, November or December.

Soldiers who qualify for the tour reductions and who arrive in Europe on or after January 1 will receive two year tours. Soldiers already serving in these areas for more than two but less than three years will have their PCS dates adjusted and will serve from 24 to 36 months, depending on when they arrived.

Soldiers on Attache duty and those with six months or less remaining to ETS do not qualify for the tour reductions. Also, there are strict guidelines that define bachelor (single) soldiers, and MILPERCEN advises soldiers to check with local personnel officials to answer questions that come up.

Travel Changes Set

Single soldiers and married will benefit from a recently approved Junior Enlisted Travel Entitlements package, according to DA officials.

*"I don't know who you are.
I don't know your company.
I don't know your company's product.
I don't know what your company stands for.
I don't know your company's customers.
I don't know your company's record.
I don't know your company's reputation.
Now—what was it you wanted to sell me?"*



Next month we will be telling you all about the new advertising campaign that will be hitting the street this spring. It's different, and we think you will like it.

But that's not why we want to tell you all about it. We do because Army advertising talks to your prospects . . . before you talk to them. If you know what has been said — every word — you can stake out a piece of territory every good

salesman covets. It's called "common ground."

It's not a new idea that you are ahead of the game if you and your prospect share some specific information about the product. The folks who sell machine tools and other industrial goods often express it in dollars and sense. They know that a few dollars worth of advertising impressions can eliminate a lot of preliminaries and save the second

sales call.

That point is summed up pretty well by the ad pictured here. It was placed in a number of advertising trade publications by McGraw-Hill, a major publisher of business magazines. We asked for permission to duplicate it because it makes an important point about advertising and selling, whatever is being offered . . . including Army opportunities.

A woman driver not to be argued with

By SP5 MARY EKIS
PAO, Aberdeen Proving Ground, Md.

An Army Private First Class, Eunice Stewart, is the first woman in the U.S. Army to become licensed to operate three different types of Soviet armored vehicles.

She is assigned to Company D, 519th Military Intelligence Battalion, which is the supply point for all units training in the Opposing Forces (OPFOR) program. One function of OPFOR is to train soldiers in the mechanics of foreign vehicles, equipment and weapons.

Stewart's initial interest in operating a tank came while she was working in the company typing pool.

"I would look out the window and see them drive by in the tanks, and I became curious about it," she said. "When I was moved to the Foreign Materiel Training Section (FMT), my first thought was that I wanted to drive one of those tanks. I didn't think I'd ever become licensed for it, I just wanted to drive one."

Stewart is qualified to operate three Soviet armored vehicles: the PT76, (Light Amphibious Tank), the BTR60, (Amphibious Personnel Carrier), and the T54 (Medium Tank).

Of the three, she says she likes

the PT76 best because it is easier for her to maneuver.

The only difficulty Stewart has encountered in driving the vehicles is that of physically moving the steering levers into position.

"I don't have as much strength in my left arm as in my right," she said, "so sometimes it's hard to pull or push the left lever. But, I make it alright."

Her job at FMT includes typing, filing, and preparing maintenance reports for the vehicles and weapons that come into Company D. "I'd rather pull maintenance, get greasy, dirty . . . anything but sit and type."

Stewart learned how to drive the tanks, in her own words, "Bit by bit."

"Whenever I had spare time," she said, "I'd learn as much as I could. One of the NCOs would be going out in a tank, and they'd let me know. If I had the time, I'd go with him."

Stewart has also accomplished another "first": she is the first woman to "swim" a tank, or drive it across a body of water. She says it isn't really dangerous.

"It feels just like you're on land," she noted. "It's a little shaky, and you can tell it's in the water, but you don't drive it dif-

ferently."

The Lane, S.C. native's reaction to being the first woman in the U.S. Army licensed to operate a Soviet tank is, "It's nice. I feel like I've really accomplished something. It's a nice feeling to know that you're the first to do something."

Chief Warrant Officer Willis E. Schenck, chief of Maintenance, Weapons and Training for Company D, noted that there were a variety of reasons why they picked Stewart to become the first woman licensed for Soviet tanks.

"She has been a real asset to our operation," he said. "She's done an outstanding job for us, and we wanted her to be the first. When she took an interest in them, we were all for it." Schenck also explained that the section has a requirement that all personnel be capable of operating the equipment.

Although Stewart has no inclination to operate a tank in combat, she believes women should be given the chance if they so desire.

"With the right training, women can hold up under the pressure. If they wanted to go, I think they could handle it." She shrugged and smiled as she explained, "You know what they say . . . never doubt the power of a woman. She can do whatever she wants to do."





By JOYCE LYNCH HQ SWRRC

People in the military learn the true spirit of Christmas — the spirit of caring and sharing, of peace on earth and good will toward men.

We learn what it is to be away from "home" during the holidays — to be snowbound in Massachusetts when we long for the sunshine of Texas, and vice versa. We learn the strange loneliness of being in a foreign country, among people who speak a different language and practice customs that seem alien to our own.

The military bride learns to cook her first turkey — without benefit of mom's guidance and somehow have it turn out all right, even though she may not have remembered that the paper sack of giblets were supposed to have been removed before popping the big bird into the oven.

We never become so grown up or so calloused that we don't get sentimental over the familiar traditions we remember as "Christmas" — the manger scene in front of the church . . . dinner at Grandma's . . . exchanging presents around the tree . . . kids showing off their shiny new toys to cousins and neighbors . . . everybody drifting back to the kitchen, later in the day, for one more piece of turkey and one more wedge of pumpkin pie.

In our wistful thoughts we become children again. Most of all, we miss the very old and the very young members of our families — grandparents, small brothers and sisters, nieces and nephews — and we get misty-eyed over TV commercials about calling loved ones long distance.

In our need for family at Christmas we turn to each other — husband to wife, parents to children, one military family to another. When we are not among other military people, we "adopt" civilian neighbor families as our own — people with whom we can share food and drink and memories of Christmas Past. And in this sharing, the Past becomes the Present, and therein the age-old miracle of Christmas happens anew.

DoD's foreign language school

Defense Language Institute,

Foreign Language Center



For students at the Defense Language Institute, Foreign Language Center (DLIFLC), a stay in Monterey, Calif., will be a rewarding experience.

DLIFLC is DOD's foreign language school. The school can provide training in 49 languages in courses from 24 to 47 weeks long. Of the 1800 Army students who will graduate this year, nearly 75 percent are new enlistments. Most will have studied Russian, German, Spanish, Chinese, Arabic, Korean, French, Czech, Polish and Turkish.

DLIFLC provides language training to soldiers who have one of these MOSs — 96C (Interrogator), 98G (Electronic Warfare/Signal Intelligence Voice Interceptor) and 98C (EW/SIGINT Analyst). Training at DLIFLC is based on the general duty descriptions of these MOSs. The Interrogator conducts interrogations in a foreign language; while the Voice Interceptor monitors foreign voice messages. Like the Voice Interceptor the EW/SIGINT Analyst examines and reports information coming from intercepted foreign messages.

The two most common courses offered for recruits are the Basic and Aural Comprehension programs, and the difference between the two is important. The basic language course provides the student with all four language skills — speaking, listening, reading and writing. Graduates of the basic

course can participate in most conversations on practical, social and professionals levels and understand the basics of speech in a standard language. They can read correspondence, general newspaper articles, and reports in their technical field. This course mainly trains Army interrogators.

The aural comprehension course prepares Army EW/SIGINT Voice Interceptors and Analysts for training at the School for Applied Cryptologic Sciences at Goodfellow AFB, Texas, and their assigned duty stations. This program provides graduates with the language's grammatical structure and a minimum proficiency level in two of the four basic skills — Listening and reading. Graduates of this course understand speech in a standard language, including technical matter. The writing is practiced to enable graduates to write out technical conversations, and speaking is emphasized to help students to listen and understand the main points.

DLIFLC is in the process of changing the Aural Comprehension Course program for EW/SIGINT people. The new training will develop a better understanding of language skills.

Some recruits come to the school believing that their language careers in the Army will be similar to working in a United Nations environment. However, the

Army is not responsible for translating conversations between world leaders and DLIFLC training does not prepare students to perform such duties. The school does provide students with the training necessary to perform in their MOSs. Students are provided with a solid foundation in the the language to include grammar, syntax, usage and vocabulary.

Recruiters should note that the American Council on Education recommended college credits be given for DLIFLC courses. DLIFLC graduates can earn up to one year college credits, depending upon the length and type of course. The Institute is also pursuing accreditation with the Western Association of Schools and Colleges. While DLIFLC students are eligible for credit for their military language training, accreditation should simplify the credit transfer process in the future.

To receive language training at DLIFLC, interested recruits must be high school graduates or have an equivalent diploma. They must also score at least 100 on the Skilled Technical aptitude area of the ASVAB administered at the AFES to be eligible to take the Defense Language Aptitude Battery (DLAB). A minimum score of 89 is required on the DLAB, which provides a high level of confidence in the recruit's learning potential. For more information, see AR611-6.

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Language training for MOSs 96C, 98C and 98G

